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STATE EMPLOYEE SALARY AND BENEFIT SURVEY 1980 VOLUME I

**by Department of Administration
Personnel Division**

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STATE EMPLOYEE SALARY
AND
BENEFIT SURVEY
1980
VOLUME I

by DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION

RESEARCHERS:
JOSEPH MICHAUD
and
DAVE EVENSON

DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION



TED SCHWINDEN, GOVERNOR

MITCHELL BUILDING

STATE OF MONTANA

(406) 449-3871

HELENA, MONTANA 59620

January 15, 1981

The Honorable Ted Schwinden
Governor of Montana
State Capitol
Helena, Montana 59601

Dear Governor Schwinden:

Attached is the 1980 Montana Salary and Benefit Survey conducted by the Personnel Division. This report was prepared in compliance with Title 2, Chapter 18, MCA, which requires that the department continually maintain the state classification and pay plan. A critical element in the maintenance of the plan is to assure that State employees are adequately compensated for their services.

The attached report describes the methods used and the data obtained in the survey. We believe the information included in this report will help answer many questions relative to employee compensation and benefits.

We wish to express our thanks for the cooperation and assistance received from the many employers who provided the information that made this study possible.

Sincerely,

A handwritten signature in cursive script, reading "Morris Brusett".

Morris Brusett, Director
Department of Administration

A handwritten signature in cursive script, reading "Patricia Moore".

Patricia Moore, Administrator
Personnel Division

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Abstract

The purpose of the salary survey was to test the state's ability to compete for qualified personnel in all major occupational groups from which the state must hire employees to carry out mandated services. A secondary consideration was to test competitiveness of the state's salaries at those grade levels having the bulk of state employees. Key classes were selected to primarily represent occupational groups while also to represent grade levels. Data were solicited for these selected classes so that our findings would reveal the state's ability to compete for qualified people in various occupational groups and at various grade levels.

The survey was divided into an in-state survey of Montana based employers and an out-of-state survey of surrounding state governments to reflect different labor markets. 51 key classes were selected for the in-state survey and 88 key classes were selected for the out-of-state survey. 74 classes surveyed by the U.S. Office of Personnel Management are added to the out-of-state list.

For the in-state survey, nearly 500 Montana based employers were sampled and sent a mail questionnaire. The out-of-state survey was conducted among seventeen states in the west and the mid-west. The survey was conducted during May of 1980.

The survey results indicate that the state of Montana salaries average 5 to 10% below what is paid by other competing employers. These differences are more pronounced for some grade levels and for some occupational groups. The state is less competitive at grades 16 through 19. In grades 5, 6, and 11 through 15, the state pay plan is 5 to 10% below market. At grades 7 through 10, the state pay plan is near the survey average.

The state is paying from 6 to 20% below market for professional occupations. In technical occupations, the state's salaries are 4 to 11% below average. The state is approximately 6% below market for clerical salaries. For structural and mechanical craftsmen, state pay is below average 11 to 17%. In the miscellaneous occupational groups, the results generally reflect the overall trend of being between 5 to 10% below average.

The state of Montana appears to be competitive in providing benefits to its employees. However, the most revealing result from our survey is that other employers gave general pay raises averaging 8% in July, 1980. This can be compared to Montana's general raise of 5.8% in that year.

Introduction

The purpose of the survey is to compare salaries and benefits paid to employees in State government to the prevailing rates paid by other employers.

The practice for setting state employee salaries in Montana is to seek wage settlements with unions and to grant pay increases to all employees based on a general formula. This practice can be contrasted with the prevailing wage approach used by other government jurisdictions.

The prevailing wage principle is a general standard of wage determination for governments. As an example, the Congress gave expression to the principle in the Federal Salary Reform Act of 1962 and in the Federal Pay Comparability Act of 1970. The Federal law requires "equal pay for equal work" and that Federal pay rates be "comparable with private industry pay rates for the same levels of work." Michigan has a typical state law where public employee wages are to be set only after a "comparison with wages of other employees performing similar services in private employment in comparable communities."

The intent of the prevailing wage standard is to establish comparability between public and private sector pay rates. Government is not affected by the same economic forces as is the private sector. This fact requires the public sector to adopt artificial standards such as the prevailing rate when setting wages. Government must also compete in the general labor market and approximate the wages paid by other employers if a qualified work force is to be maintained. Labor market pressures are particularly strong when a number of highly trained technical employees must be hired to accomplish the goals of specialized programs. Pay levels that are below the prevailing rate can severely hamper recruitment efforts and the efficiency of programs.

The payment of less than prevailing market rates may appear to be unfair to the public and certainly to state employees whose dissatisfaction with pay can be a source of labor strife. Paying above the prevailing rate can also be a source of problems. The public grows concerned over the use of taxes and tends to resent public employees who appear to be privileged. It is for these reasons that the prevailing rate is used as a standard to compare public sector employment practices.

EMPLOYER SAMPLE SELECTION In-State

The in-state employer sample was selected in a similar manner as past state salary surveys. The Employment Security Division (ESD) publishes a list of firms whose employees are covered by the unemployment insurance program. This list includes approximately 20,000 employers in the State of Montana. Nearly every major employer in the state is represented on the list.

As illustrated in Table 1, the list is grouped into size classes. Size classes 1 through 3 were omitted from the survey. In size class 4, only those employers with a high probability of having matches with the State's jobs were included in the sample. These smaller employers were screened because they were less likely to have jobs that would match those found in State government. One of every 3 size class 5 employers were selected as were 67% of size class 6 firms and all of the firms in size classes 7, 8, and 9.

This sample was stratified because previous surveys found that larger employers are more capable of producing matches with jobs found in state government. In addition, the larger employers have more job vacancies and, thus the state competes with them most often in attracting qualified employees.

Nearly 500 employers were sent a questionnaire and 42% of those responded. This response rate is adequate for reliable results.

Table 1

ESD Size Classes

<u>Size Class</u>	<u>Number of Employees</u>
1	1-3
2	4-9
3	10-19
4	20-49
5	50-99
6	100-249
7	250-499
8	500-999
9	1,000-over

EMPLOYER SAMPLE SELECTION
Out-of-State

The out-of-state survey solicited salary data from other state governments. It was assumed that job matches are more readily available from states as opposed to private sector employers. It was also assumed that surrounding states at least partially structured their salaries to reflect results of their own in-state surveys and would indirectly reflect private sector salary rates in those states. Seventeen states were selected on the basis of in-migration statistics and proximity to Montana. However, the Legislative Fiscal Analyst suggested that only nine of these states be used. This nine-state sample was selected on the basis of population density and per capita income. Data for the nine states and the seventeen states are presented separately in this report. The states initially selected are the following: Arizona, California, Colorado, Idaho, Iowa, Kansas, Minnesota, Nebraska, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wisconsin and Wyoming. All responded except Minnesota.

The nine states suggested by the Legislative Fiscal Analyst are the following: Arizona, Colorado, Idaho, Nevada, New Mexico, North Dakota, South Dakota, Utah and Wyoming.

KEY CLASS SELECTION

Key classes for both the in-state and the out-of-state surveys were selected in the same manner. Key classes had to represent the range of work in state government and be capable of producing matches with other employers. The following steps were taken in selecting key classes.

1. Every Class Specification was studied as to the nature of work and as to minimum qualifications.
2. Each class was grouped into one of five categories reflecting the broad nature of work and the extent of education required. These five categories are:
 - A. Professional
 - B. Technical
 - C. Clerical
 - D. Crafts
 - E. Miscellaneous
3. Classes within the above categories were then grouped to more specifically reflect similarities in the nature of work.
 - A. Professional classes were grouped as follows:
 1. Engineering and Architecture
 2. Computer Science
 3. Forestry and Agricultural Science
 4. Biological Sciences
 5. Other physical and life sciences
(includes Mathematics, Chemistry and Geology)
 6. Behavioral Sciences
 7. Physicians
 8. Dentists
 9. Veterinarians
 10. Pharmacy
 11. Nursing
 12. Other Health Professionals
 13. Education
 14. Library and Archival Sciences
 15. Law
 16. Art, Photography, Journalism and Radio/TV Professions
 17. Accounting
 18. General Business and Economics
 19. Hospital Administration
 20. Protective Services
 21. Planning
 22. Aviation
 - B. Technical classes were grouped as follows:
 1. Engineering and Architecture
 2. Computer Science
 3. Forestry and Agricultural Sciences
 4. Mathematics

5. Other Physical and Life Sciences
6. Behavioral Sciences
7. Health
8. Education
9. Library and Archival Sciences
10. Art, Photography and Radio/TV
11. Accounting
12. General Business
13. Protective Services

C. Clerical classes were grouped as follows:

1. General Clerical
2. Accounting
3. Shipping and Receiving

D. Crafts were grouped as follows:

1. Structural
2. Machine Operators/Mechanical
3. Personal Services

E. Miscellaneous classes were grouped as follows:

1. Retail sales
2. Personal and Domestic
3. Custodians
4. Unskilled/semi-skilled
5. Miscellaneous

4. After placing each class in one of the above occupational groups, the following factors were used in choosing an initial list of key classes.

- A. The extent that the class represents the overall work and grade levels within an occupational group.
- B. The extent that the class represents the series from which the class was selected.
- C. The extent that the class could be matched by either the in-state or out-of-state employers.

5. The list of key classes was reduced to avoid a long list of key classes that would frustrate employers and cause them to not answer the questionnaire.

- A. Classes were eliminated that were closely similar to others also used in the survey.
- B. Classes that were part of other surveys such as the U.S. Office of Personnel Management State Salary Survey were eliminated. It is possible to get the data needed for our survey from these secondary sources.

The final key class list includes 51 classes to be surveyed in-state and 88 out-of-state. Table 2 presents the in-state key classes while Table 3 presents those for out-of-state comparisons. Data on 74 classes surveyed by the U.S.

Office of Personnel Management (OPM) were reliable enough to add to the out-of-state list (TABLE 3). OPM surveyed all states, but the mean salaries for all states do not significantly differ from the mean salaries for the seventeen states selected by this survey.

TABLE 2
IN-STATE KEY CLASSES

<u>KEY CLASS</u>	<u>CLASS CODE</u>	<u># OF STATE EMPLOYEES IN CLASS</u>	<u>% OF ALL EMPLOYEES IN SAME GRADE</u>
Clerk Typist I	209001	33	20.5
<u>Grade 4 Classes</u>		<u>33</u>	<u>20.5</u>
Data Entry Operator I	213002	23	3.0
General Office Clerk II	219005	139	17.9
Kitchen Bakery Helper II	217002	69	8.9
<u>Grade 5 Classes</u>		<u>231</u>	<u>29.8</u>
Stenographer Clerk II	202002	39	2.9
Clerk Typist III	209003	248	18.2
Accounting Clerk I	219001	26	1.9
Shipping/Receiving Clerk II	222002	2	0.2
Receptionist II	237002	25	1.8
Laundry Worker I	261002	15	1.1
<u>Grade 6 Classes</u>		<u>355</u>	<u>26.1</u>
Data Entry Operator III	213004	51	3.0
General Office Clerk IV	219007	93	5.4
Nurse Aide I	355005	72	4.2
Custodial Worker III	382003	242	14.2
<u>Grade 7 Classes</u>		<u>458</u>	<u>26.8</u>
Teacher Aide II	094009	12	0.9
Computer Operator I	213008	14	1.0
Accounting Clerk III	219003	73	5.2
Groundskeeper II	407002	16	1.1
<u>Grade 8 Classes</u>		<u>115</u>	<u>8.2</u>
Drafter III	017006	19	1.6
Licensed Practical Nurse I	079001	33	2.7
Secretary III	201003	172	14.2
Data Entry Supervisor III	213006	6	0.5
Clerk Supervisor II	219015	30	2.5

TABLE 2
(continued)

KEY CLASS	CLASS CODE	# OF STATE EMPLOYEES IN CLASS	% OF ALL EMPLOYEES IN SAME GRADE
Library Assistant I	249008	17	1.4
Cook III	315003	25	2.1
Nurse Aide III	355006	2	0.2
Custodial Supervisor I	382005	8	0.7
Warehouse Worker II	922002	5	0.4
<u>Grade 9 Classes</u>		<u>317</u>	<u>26.2</u>
Accounting Technician II	160004	33	3.9
Administrative Secretary I	201004	73	8.6
Computer Operator III	213010	8	0.9
Baker III	313003	5	0.6
Maintenance Worker III	899003	33	3.9
<u>Grade 10 Classes</u>		<u>152</u>	<u>17.9</u>
Computer Programmer I	020025	18	1.7
Licensed Practical Nurse III	079003	34	3.2
Accountant I	160013	27	2.5
Equipment Mechanic III	620003	17	1.6
Equipment Operator IV	919007	6	0.6
<u>Grade 11 Classes</u>		<u>102</u>	<u>9.6</u>
Professional Nurse I	075001	30	2.8
Accountant II	160014	33	3.0
Computer Operator Supervisor II	213012	2	0.2
<u>Grade 12 Classes</u>		<u>65</u>	<u>6.0</u>
Computer Programmer II	020026	19	1.8
Maintenance Plumber	860006	15	1.4
Maintenance Supervisor II	899006	9	0.9
<u>Grade 13 Classes</u>		<u>43</u>	<u>4.1</u>
Programmer Analyst II	012009	36	4.2
Professional Nurse III	075003	9	1.0
Accountant Supervisor I	160016	18	2.0
Planner IV	199008	9	1.0
<u>Grade 14 Classes</u>		<u>72</u>	<u>8.3</u>
Accountant Supervisor II	160017	15	2.3
<u>Grade 15 Classes</u>		<u>15</u>	<u>2.3</u>
Nursing Services Director	075007	3	1.4

TABLE 3
OUT-OF-STATE KEY CLASSES

<u>KEY CLASS</u>	<u>CLASS CODE</u>	<u># OF STATE EMPLOYEES IN CLASS</u>	<u>% OF ALL EMPLOYEES IN SAME GRADE</u>
Tour Guide II	353002	27	3.5
<u>Grade 5 Classes</u>		<u>27</u>	<u>3.5</u>
Laboratory Aide I	029002	56	4.1
Microfilm Clerk I	979001	14	1.0
<u>Grade 6 Classes</u>		<u>70</u>	<u>5.1</u>
Word Processing Operator II	207006	37	2.2
Home Attendant	354001	83	4.9
Habilitation Aide I	355014	145	8.5
Forestry Worker II	441004	87	5.1
*Social Service Aide	219012	14	0.8
<u>Grade 7 Classes</u>		<u>366</u>	<u>21.4</u>
Survey Aide II	018010	92	6.6
Farm/Ranch Hand III	413010	29	2.1
<u>Grade 8 Classes</u>		<u>121</u>	<u>8.7</u>
Drafter III	017006	19	1.6
Statistical Technician I	020039	9	0.8
Personnel Technician	166023	9	0.8
Habilitation Aide III	355016	36	3.0
*Correctional Officer I	372005	148	12.3
*Eligibility Technician I	195001	154	12.8
<u>Grade 9 Classes</u>		<u>375</u>	<u>31.2</u>
Engineering Technician I	018003	77	9.1
Laboratory Technicain II	029005	43	5.1
Store Manager III	185005	4	0.5
Forestry Technician I	441001	35	4.1
*Eligibility Technician II	195052	13	1.5
*Eligibility Technician Supvr.	195002	14	1.6
<u>Grade 10 Classes</u>		<u>186</u>	<u>21.9</u>
**Computer Programmer I	020025	18	1.7
**Chemist I	022004	3	0.3

TABLE 3
(Continued)

<u>KEY CLASS</u>	<u>CLASS CODE</u>	<u># OF STATE EMPLOYEES IN CLASS</u>	<u>% OF ALL EMPLOYEES IN SAME GRADE</u>
**Accountant I	160013	27	2.5
Right of Way Agent II	191010	15	1.4
*Employment Interviewer	166002	106	10.0
*Social Worker I	195008	107	10.1
*Statistician I	020015	4	0.4
*Fish and Game Warden I	379004	4	0.4
*Forester I	040011	14	1.3
*Claims Examiner I	241004	5	0.5
*Parole & Probation Ofcr. I	195048	3	0.3
*Vocational Rehab. Couns. I	045010	21	2.0
*Correctional Sergeant	372006	18	1.7
*Planner I	199005	3	0.3
*Personnel Assistant	166056	6	0.6
*Economist I	050011	0	
<u>Grade 11 Classes</u>		<u>354</u>	<u>33.3</u>
Laboratory Supervisor I	029008	15	1.4
**Professional Nurse I	075001	30	2.8
Accountant II	160014	33	3.0
Employment Specialist	166003	130	11.9
Investigator II	168023	29	2.7
Social Worker II	195009	98	9.0
Computer Operator Supervisor II	213012	2	0.2
Game Area Manager	413016	10	0.9
*Sanitarian I	079018	4	0.4
*Public Health Nurse I	075016	2	0.2
*Employment Counselor I	045018	1	0.1
*Environmental Spec. I	029021	10	0.9
*Librarian I	100001	10	0.9

TABLE 3
(Continued)

<u>KEY CLASS</u>	<u>CLASS CODE</u>	<u># OF STATE EMPLOYEES IN CLASS</u>	<u>% OF ALL EMPLOYEES IN SAME GRADE</u>
*Purchasing Agent I	162017	1	0.1
*Civil Engineer I	005014	15	1.4
*Personnel Specialist I	166057	3	0.3
<u>Grade 12 Classes</u>		<u>393</u>	<u>36.1</u>
Architect I	001005	3	0.3
Engineering Technician III	018005	146	14.0
Computer Programmer II	020026	19	1.8
**Chemist III	022005	5	0.5
Fish & Wildlife Biologist II	041028	19	1.8
Research Specialist II	054015	12	1.2
Orientation Therapist for Blind I	079022	6	0.6
Training Officer III	166009	14	1.3
Right of Way Agent IV	191012	5	0.5
Community Organization Worker III	195037	13	1.2
Highway Patrol Officer II	375014	65	6.2
*Compliance Officer IV	168020	4	0.4
*Physical Therapist I	079006	0	-
*Sanitarian II	079019	1	0.1
*Civil Defense Officer I	188007	5	0.5
*Management Analyst I	020021	10	1.0
*Social Worker III	195010	21	2.0
*Social Worker Supvr. I	195020	14	1.3
*Parole & Probation Off. III	195017	10	1.0
*Purchasing Agent II	162018	5	0.5
*Programmer/Analyst I	012008	16	1.5
<u>Grade 13 Classes</u>		<u>393</u>	<u>37.7</u>
Designer III	005048	20	2.3
Programmer Analyst II	012009	36	4.2
Fish & Wildlife Biologist III	041029	55	6.4

TABLE 3
(Continued)

<u>KEY CLASS</u>	<u>CLASS CODE</u>	<u># OF STATE EMPLOYEES IN CLASS</u>	<u>% OF ALL EMPLOYEES IN SAME GRADE</u>
Research Specialist III	054020	10	1.2
Pharmacist	074004	8	0.9
**Professional Nurse III	075003	9	1.0
Medical Technologist II	078008	7	0.8
**Accountant Supervisor I	160016	18	2.1
Information Officer II	165006	6	0.7
Training Officer Supervisor I	166010	12	1.4
Personnel Officer I	166063	7	0.8
Inspector Nursing Homes & Hospitals II	168031	10	1.2
Review Appraiser	191008	5	0.6
Pilot II	196002	5	0.6
Planner IV	199008	9	1.0
Highway Patrol Sergeant	375003	27	3.1
*Employment Manager I	166026	22	2.5
*Fish & Game Warden Supvr. I	379008	6	0.7
*Physical Therapist II	079007	4	0.5
*Forester IV	040014	15	1.7
*Statistician IV	020018	1	0.1
*Auditor IV	160007	14	1.6
*Computer Programmer III	020027	8	0.9
*Hearings Officer II	169031	4	0.5
*Civil Engineer III	005016	19	2.2
<u>Grade 14 Classes</u>		<u>244</u>	<u>28.2</u>
Environmental Engineer III	005054	12	1.9
Forestry Supervisor I	040015	7	1.1
Psychologist III	045006	7	1.1
Public Health Nurse - Consultant I	075019	9	1.4
Education Program Consultant II	099010	39	6.0
Lawyer II	110002	25	3.9

TABLE 3
(Continued)

KEY CLASS	CLASS CODE	# OF STATE EMPLOYEES IN CLASS	% OF ALL EMPLOYEES IN SAME GRADE
Accountant Supervisor II	160017	15	2.3
Personnel Officer II	166064	5	0.8
Field Project Manager	182005	90	13.9
Social Worker Supervisor III	195022	14	2.2
Software Specialist II	213027	5	0.8
Highway Patrol Lieutenant	375004	8	1.2
*Librarian IV	100003	1	0.2
*Physical Therapy Supvr.	079046	1	0.2
*Environmental Spec. IV	029024	9	1.4
*Management Analyst III	020023	7	1.1
*Economist IV	050005	4	0.6
*Planner V	199009	5	0.8
*Sanitarian IV	079021	4	0.6
*Programmer/Analyst III	012010	22	3.4
*Civil Defense Officer II	188008	1	0.2
*Personnel Specialist Supvr.	166059	3	0.5
*Chief, Surplus Property Bur.	162011	1	0.2
<u>Grade 15 Classes</u>		<u>268</u>	<u>41.4</u>
Fish & Wildlife Biologist Supervisor	041031	19	6.3
Education Program Manager I	099011	6	2.0
Administrator, Centralized Services Division II	169055	2	0.7
**Data Processing Manager II	169175	8	2.7
Highway Patrol Captain	375005	8	2.7
*Psychologist IV	045025	4	1.3
*Civil Engineer V	005018	9	3.0
*Environmental Engineer IV	005055	6	2.0
*Fish & Game Warden Supvr. II	379008	8	2.7
<u>Grade 16 Classes</u>		<u>70</u>	<u>23.3</u>

TABLE 3
(Continued)

KEY CLASS	CLASS CODE	# OF STATE EMPLOYEES IN CLASS	% OF ALL EMPLOYEES IN SAME GRADE
Psychologist V	045007	12	5.4
*Nursing Services Director	075007	3	1.4
Administrator Reclamation Div.	168038	1	0.4
Data Processing Manager III	169176	10	4.6
Superintendent Institutions I	187021	2	0.9
*Supervisor, Benefits Section	168048	1	0.4
*Chief, Nursing Bureau	075009	1	0.4
*Chief, Rehab. Services Bur.	169085	3	1.4
*Chief, Fiscal Bureau	160049	1	0.4
*Chief, Parole & Probation Bur.	195033	1	0.4
*Administrator, Purchasing Div.	162005	1	0.4
*Chief, Social Services Bur.	195045	1	0.4
<u>Grade 17 Classes</u>		<u>37</u>	<u>16.8</u>
Supervisor Division Con- struction Section	005007	11	10.6
Administrator, Centralized Services Division IV	169057	5	4.8
Administrator, Community Services Division	169094	1	1.0
*Hospital Administrator I	187019	0	-
*State Librarian	100005	1	1.0
*Administrator, Laboratory Div.	022001	1	1.0
*Administrator, Planning Div.	199013	1	1.0
<u>Grade 18 Classes</u>		<u>20</u>	<u>19.2</u>
Dentist	072002	2	4.8
District Veterinary Livestock Inspector Supervisor	073006	3	7.1
Lawyer IV	110011	4	9.5
*Administrator, Forestry Div.	040002	1	2.4
*Chief, Employment Ser. Bur.	166036	1	2.4
*Administrator, Personnel Div.	166022	1	2.4
<u>Grade 19 Classes</u>		<u>12</u>	<u>28.6</u>

TABLE 3
(Continued)

KEY CLASS	CLASS CODE	# OF STATE EMPLOYEES IN CLASS	% OF ALL EMPLOYEES IN SAME GRADE
**Administrator, Environmental Sciences Division	079030	1	5.9
*Hospital Administrator II	187020	1	5.9
<u>Grade 20 Classes</u>		<u>2</u>	<u>11.8</u>
Administrator, Employment Security Division	169128	1	11.1
**Superintendent Inst. IV	187024	2	22.2
<u>Grade 21 Classes</u>		<u>3</u>	<u>33.3</u>
Administrator, Corrections Div.	195029	1	33.3
<u>Grade 22 Classes</u>		<u>1</u>	<u>33.3</u>

*Class surveyed by the U.S. Office of Personnel Management State Salary Survey.

**Class surveyed by the Montana Salary Survey and by the U.S. Office of Personnel Management State Salary Survey.

The degree to which key classes represent occupational groups is presented in Appendix B.

SURVEY MATERIALS AND PROCEDURES

In early April, a cover letter was sent to each selected employer. Enclosed were the following items:

1. Instructions for completing the survey.
2. A "General Compensation and Benefit Questionnaire." This included an illustration on how the questionnaire was to be completed.
3. Key Class descriptions. These were condensed from the state's formal class specifications. This was done to simplify and reduce the amount of reading for the respondents while not omitting the key elements.
The format of these condensed descriptions is standardized for all selected classes so that respondents could easily locate specific job factors. This format is described in the survey instructions.
4. Descriptions of the "Various Types of Supervision Received."
5. "Job Match Response Form."

6. A supplementary questionnaire sent only to school districts. This also included an illustration on how the questionnaire was to be completed. The analyses of these questions are presented in Appendix D.

Examples of all of the above items are presented in Appendix A

In late April, followup letters were sent to those employers who had not yet responded. Questionnaires from responding employers were received by the end of May. Many phone calls were made to be certain that the information was comparable to that of all other responding employers.

ANALYSES OF DATA

Tools Used to Analyze Data

The Statistical Package for the Social Sciences (SPSS) was used to calculate statistics for the data collected. CULPRIT programs were used to report these statistics and to calculate Montana Z-scores. SPSS and CULPRIT are computer software packages that helped make the results of the survey more presentable and meaningful. A Montana Z-score is calculated by subtracting the mean survey salary from its Montana counterpart then dividing by the standard deviation. This statistic is useful because it reflects the dispersion of survey salaries and enables comparisons to be made of the results obtained for one class as opposed to those of any other class.

Salary Data

The "Job Match Response Form" as explained in the Survey Instructions (Appendix A) asks for minimum, maximum and actual average salaries. All three figures are necessary because conflicting results obtained from any two could indicate problems with the state's pay system.

The "General Compensation and Benefit Questionnaire" (Appendix A) asks for some information in a way that is easiest to calculate comparable total compensation figures. Leave costs equal "total days paid leave" (question 9) divided by 260 (number of working days per year) times average salary, if available, otherwise midpoint salary. Social security costs, for employers answering "yes" to question 11, equal average or midpoint salary times 0.0613 (effective Social Security tax rate). Retirement and profit-sharing costs equal the percent employer contributions (question 12) times average or midpoint salary. These three costs plus the insurance contribution (question 14) plus average or midpoint salary equals total compensation.

General Survey Results

Table 4 depicts the general survey results for all grades and classes. Montana continues to rank behind its neighbor states and other employers within the state in paying competitive salaries.

TABLE 4
SURVEY RESULTS FOR ALL KEY CLASSES

<u>EMPLOYER SAMPLE</u>	<u>SALARY</u>	<u>PERCENT MONTANA IS ABOVE (BELOW) SURVEY</u>
FISCAL ANALYST STATES	Minimum	(5.3)
	Maximum	(9.5)
	Average	(8.7)
	Total Compensation	(8.0)
ALL SURVEY STATES	Minimum	(7.3)
	Maximum	(9.0)
	Average	(10.8)
	Total Compensation	(11.5)
IN-STATE EMPLOYERS	Minimum	(0.9)
	Maximum	(2.2)
	Average	(0.8)
	Total Compensation	(0.7)

The in-state results show a lesser discrepancy than the fiscal analyst states and the all survey states because the in-state key class sample predominantly represents lower grade levels. Montana has a history of being less competitive at the upper pay grades. The state's pay system has not changed enough to alter the trend of being less competitive in the higher pay grades.

The state's maximum salaries, average salaries and total compensation are less competitive than minimum salaries. This is because other employers increase the pay of their employees faster than does Montana. Further analyses of the salary data within this report is focused on minimum salaries unless indicated otherwise.

Grade Level Comparison

Table 5 and Graph 1 show the state's salary competitiveness by grade level. In most cases, Montana is below average. In many of these cases, Montana is significantly below average. It appears that the state is having pay problems at grades 4 and 5, and from grades 9 through 19 the state becomes increasingly less competitive.

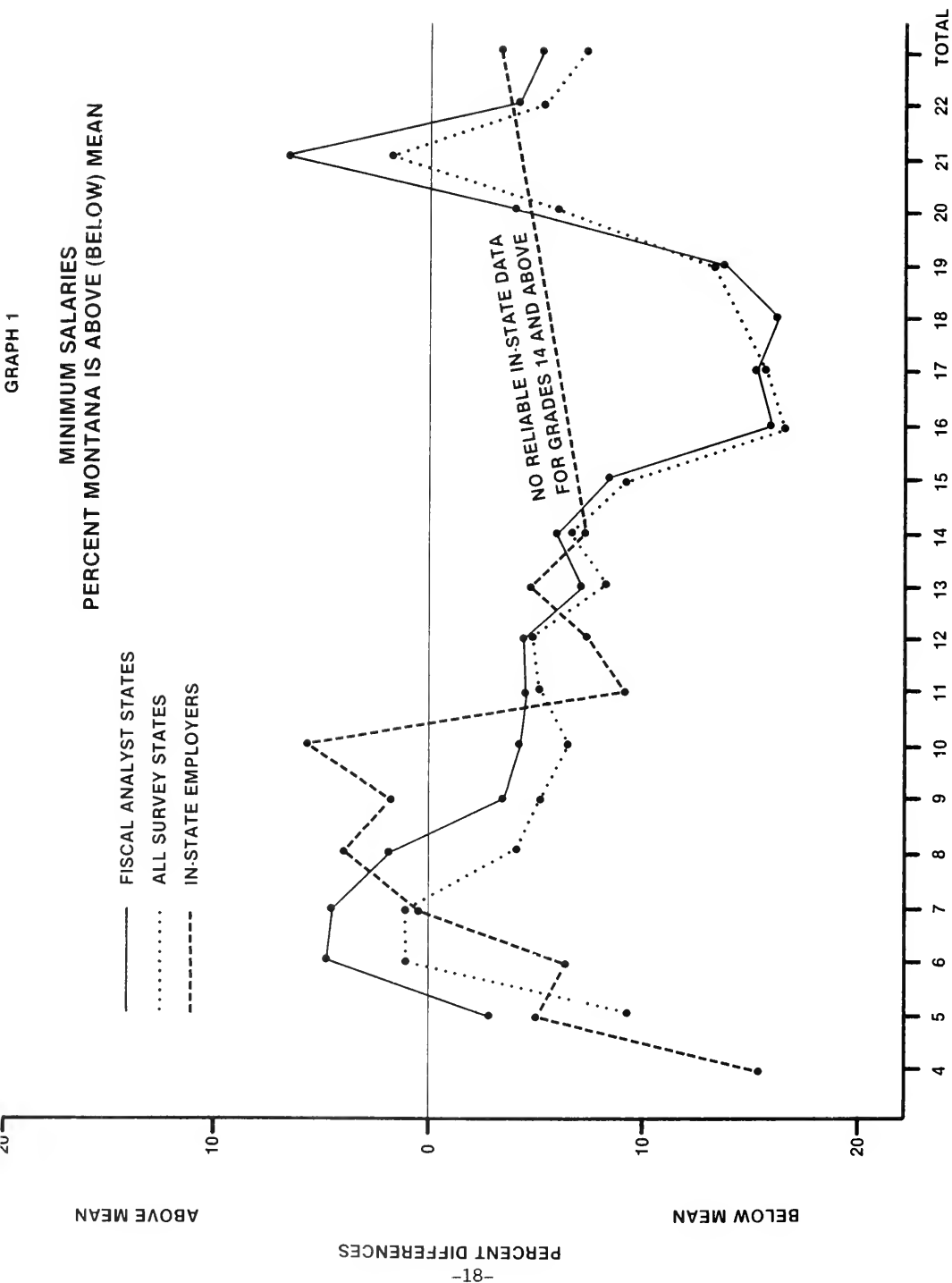
TABLE 5
Minimum Salaries
Percent Montana is Above (Below) Mean

<u>Grade</u>	<u>Fiscal Analyst States</u>	<u>All Survey States</u>	<u>In-State Employers</u>
4	*	*	(15.6)
5	(3.0)	(9.3)	(5.1)
6	4.8	0.9	(6.4)
7	4.3	0.9	0.2
8	1.7	(4.3)	3.4
9	(3.6)	(5.3)	1.5
10	(4.4)	(6.7)	5.5
11	(4.8)	(5.3)	(9.1)
12	(4.6)	(4.9)	(7.6)
13	(7.1)	(8.6)	(5.0)
14	(6.0)	(7.0)	(7.3)
15	(8.3)	(9.7)	**
16	(16.3)	(16.8)	*
17	(15.5)	(15.8)	**
18	(16.3)	(16.4)	*
19	(13.9)	(13.4)	*
20	(4.8)	(6.0)	*
21	6.1	1.8	*
22	(4.2)	(5.5)	*
Total	(5.3)	(7.3)	(3.5)

*No data available

**Data available are not likely to adequately represent the grade level.

MINIMUM SALARIES PERCENT MONTANA IS ABOVE (BELOW) MEAN



Minimum Salary Comparisons by Occupational Group

Table 6 shows the competitiveness of Montana minimum salaries by general occupational group. Each occupational group is experiencing some competitive pay problems. The problem is greatest for crafts, professional and Clerical classes.

TABLE 6

COMPETITIVENESS OF MONTANA MINIMUM SALARIES BY GENERAL OCCUPATIONAL GROUP

<u>GENERAL OCCUPATIONAL GROUP</u>	<u>EMPLOYER SAMPLE</u>	<u>PERCENT MONTANA IS ABOVE (BELOW) SURVEY</u>
PROFESSIONAL	Fiscal Analyst States	(7.3)
	All Survey States	(8.3)
	In-State Employers	(2.7)
TECHNICAL	Fiscal Analyst States	(2.9)
	All Survey States	(5.7)
	In-State Employers	(9.6)
CLERICAL	Fiscal Analyst States	(3.2)
	All Survey States	(6.3)
	In-State Employers	(7.4)
CRAFTS	In-State Employers	(7.1)*
MISCELLANEOUS	Fiscal Analyst States	(2.7)
	All Survey States	(4.9)
	In-State Employers	8.4

*Because pay in crafts is often a flat rate, this percentage is calculated from average salaries.

Professional Occupations

Table 7 and Graph 2 illustrate the comparison of Montana salaries grouped by professional occupation with mean survey salaries. Montana is 6 to 16% below mean for most professional groups. Groups where Montana lags only slightly behind include Forestry and Agricultural Sciences; other Physical and Life Sciences; Library and Archival Sciences; and Hospital Administration. Montana salaries are higher than average for the following groups: Veterinary Medicine; Nursing; other Health Professionals; and Art, Photography, Journalism and Radio/TV.

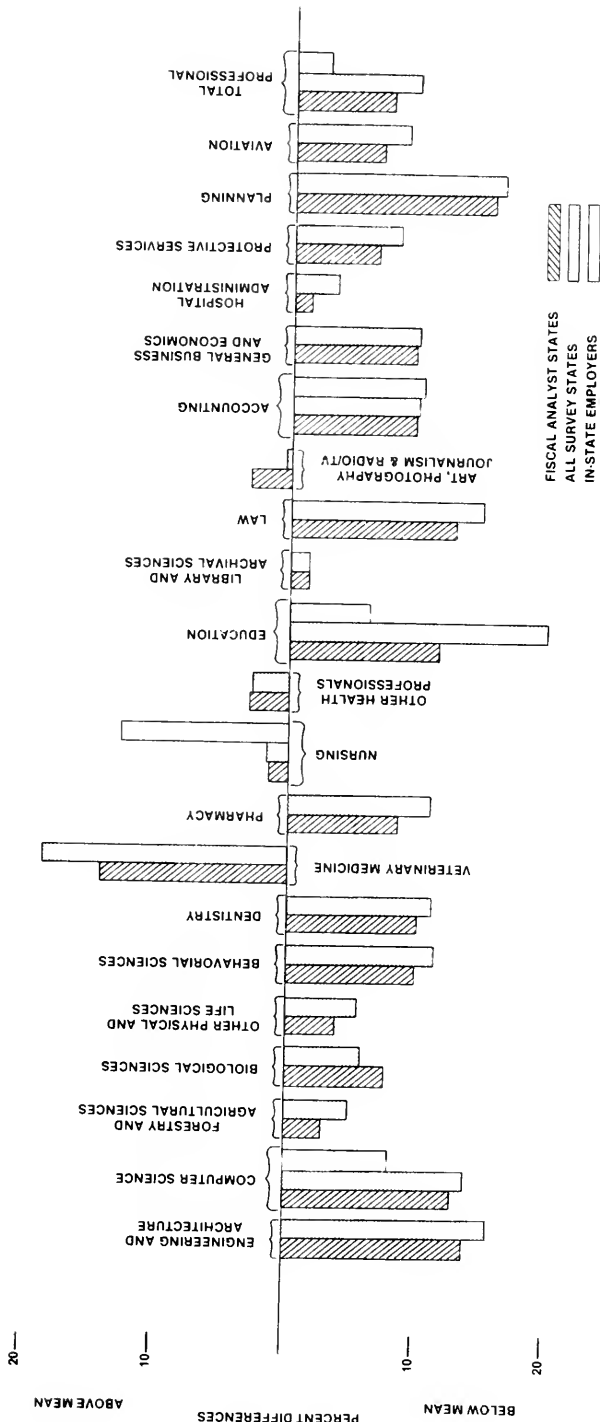
TABLE 7
Minimum Salaries
Professional Groups
Percent Montana is Above (Below) Mean

<u>Occupational Group</u>	<u>Fiscal Analyst States</u>	<u>All Survey States</u>	<u>In-State Employers</u>
Engineering and Architecture	(13.9)	(15.4)	*
Computer Science	(12.7)	(13.8)	(8.0)
Forestry & Agri- culture Sciences	(2.7)	(4.7)	*
Biological Sciences	(7.6)	(5.7)	*
Other Physical & Life Sciences	(3.9)	(5.2)	*
Behavioral Sciences	(9.7)	(11.1)	*
Dentistry	(9.9)	(11.0)	*
Veterinary Medicine	14.2	18.7	*
Pharmacy	(8.3)	(10.9)	*
Nursing	1.5	1.7	11.9
Other Health Pro- fessionals	3.0	2.9	*
Education	(11.3)	(20.0)	(6.0)**
Library & Archival Sciences	(1.3)	(1.3)	*
Law	(12.6)	(14.8)	*
Art/Photography, Journalism & Radio/TV	3.0	0.3	*
Accounting	(9.3)	(9.5)	(10.1)
General Business and Economics	(9.3)	(9.7)	*
Hospital Administration	(1.2)	(3.3)	*
Protective Services	(6.2)	(8.1)	*
Planning	(15.4)	(16.1)	*
Aviation	(6.7)	(8.7)	*
Total	(7.3)	(8.3)	(2.7)

*No data available

**These data are for institutional teachers who are paid under a pay matrix different from that of classified employees.

GRAPH 2
MINIMUM SALARIES
PROFESSIONAL GROUPS
PERCENT MONTANA IS ABOVE (BELOW) MEAN



Technical Occupations

Salary comparisons for technical occupations are depicted in Table 8 and Graph 3. Montana is experiencing some pay problems with the following technical groups: Engineering and Architecture; Computer Science; General Business; and Protective Services. Groups where Montana is slightly below average include Forestry and Agricultural Sciences; Other Physical and Life Sciences; Behavioral Sciences; and Art, Photography, Journalism and Radio/TV. For the remaining technical groups, Montana salaries are above the mean survey salaries.

TABLE 8
Minimum Salaries
Technical Group
Percent Montana is Above (Below) Mean

<u>Occupational Group</u>	<u>Fiscal Analyst States</u>	<u>All Survey States</u>	<u>In-State Employers</u>
Engineering and Architecture	(3.7)	(6.9)	** (6.6)
Computer Science	**	**	
Forestry and Agri- cultural Sciences	4.9	(5.0)	*
Mathematics	0.4	0.2	*
Other Physical and Life Sciences	(1.5)	(2.1)	*
Behavioral Sciences	(0.4)	(1.9)	*
Health	*	*	20.8
Education	*	*	27.3
Library & Archival Sciences	*	*	16.4
Art, Photography Journalism & Radio/TV	(0.2)	(2.3)	*
Accounting	*	*	5.8
General Business	(5.8)	(9.0)	*
Protective Services	(11.3)	(11.3)	*
Total	(2.9)	(5.7)	9.6

*No data available

**Data available are not likely to adequately represent the occupational group.

Clerical Occupations

Table 9 and Graph 4 compare Montana clerical salaries with those found in the survey. For Shipping and Receiving clerks, Montana salaries are significantly below the mean of those surveyed. Montana pays slightly less than average for the General and Accounting clerical groups.

GRAPH 3

MINIMUM SALARIES
TECHNICAL GROUP
PERCENT MONTANA IS ABOVE (BELOW) MEAN

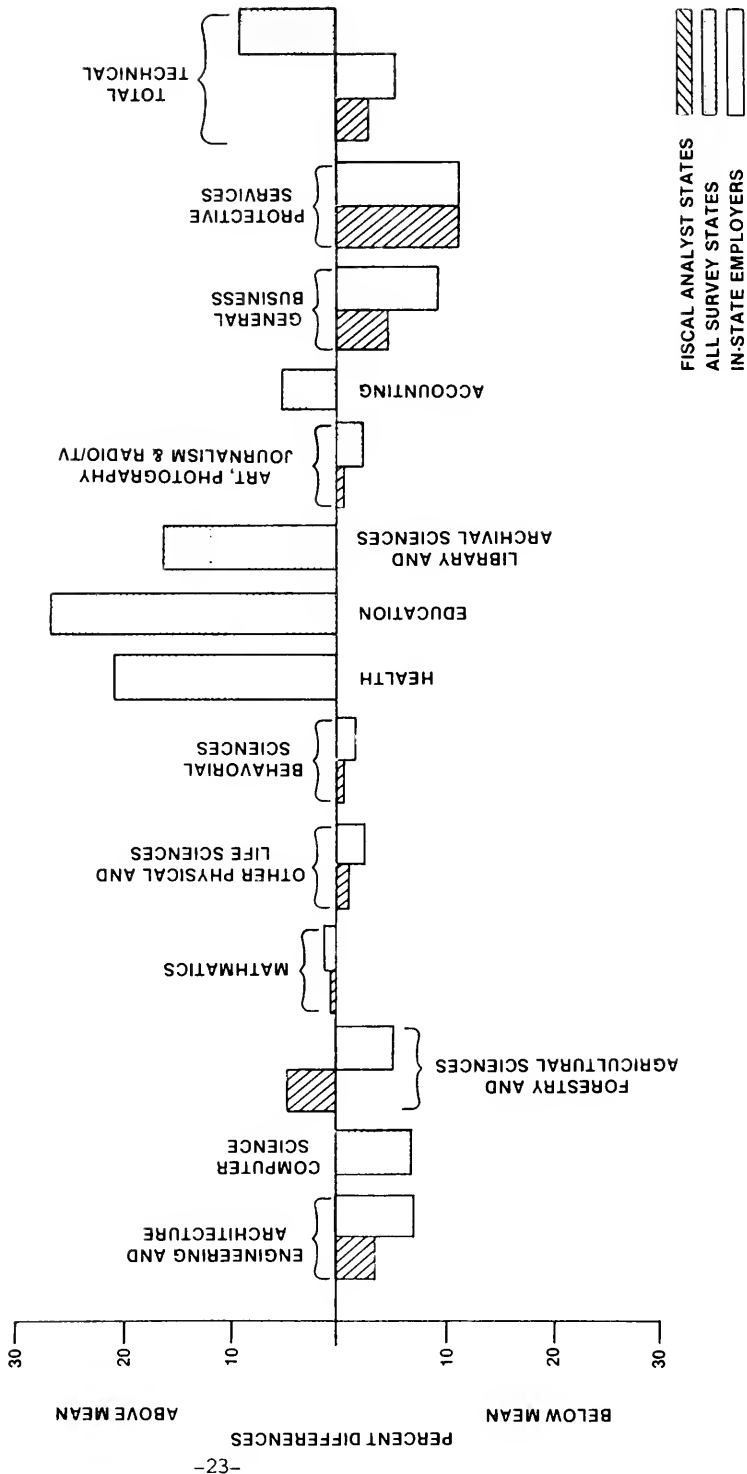
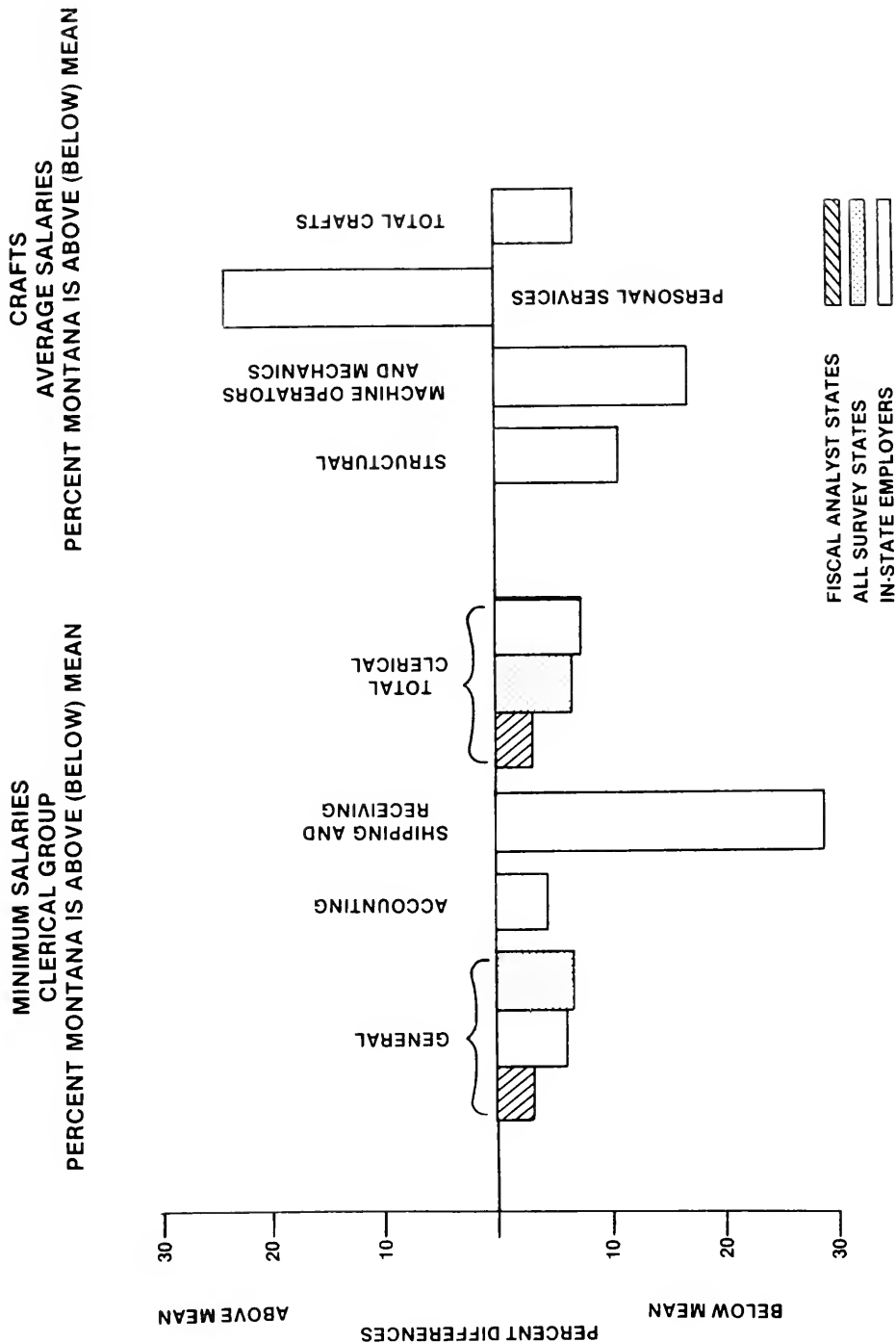


TABLE 9
Minimum Salaries
Clerical Group
Percent Montana is Above (Below) Mean

<u>Occupational Group</u>	<u>Fiscal Analyst States</u>	<u>All Survey States</u>	<u>In-State Employers</u>
General	(3.2)	(6.3)	(6.1)
Accounting	*	*	(4.2)
Shipping and Receiving	*	*	(29.4)
Total	(3.2)	(6.3)	(7.4)

*No data available

GRAPH 4



Craft Occupations

Table 10 and the right side of Graph 4 depict Montana craft salaries compared to those of the survey market. Montana pays significantly lower than average for Structural Craftsmen and Machine Operators and Mechanics. The reverse is true for Personal Service Craftsmen.

TABLE 10
Crafts
Average Salaries
Percent Montana is Above (Below) Mean

<u>Occupational Group</u>	<u>Fiscal Analyst States</u>	<u>All Survey States</u>	<u>In-State Employers</u>
Structural	*	*	(11.0)
Machine Operators and Mechanics	*	*	(17.0)
Personal Services	*	*	24.2
Total	*	*	(7.1)

*No data available

Miscellaneous Groups

In Table 11 and Graph 5, the competitiveness of Montana salaries for Miscellaneous Groups is illustrated. The data for the Retail Sales group is limited and somewhat questionable, but it shows Montana to be lagging significantly. Montana appears to be having pay problems with the Miscellaneous group and with the Unskilled/Semi-skilled group. The state is slightly below average in paying its Custodians and significantly above average in the Personal and Domestic Group.

TABLE 11
Minimum Salaries
Miscellaneous Groups
Percent Montana is Above (Below) Mean

<u>Occupational Group</u>	<u>Fiscal Analyst States</u>	<u>All Survey States</u>	<u>In-State*** Employers</u>
Retail Sales	**	(15.0)	*
Personal and Domestic	17.3	13.6	17.6
Custodians	*	*	(2.9)
Miscellaneous	(3.0)	(9.3)	*
Unskilled/Semi- Skilled	(6.1)	(8.9)	(25.6)
Total	(2.7)	(4.9)	2.6

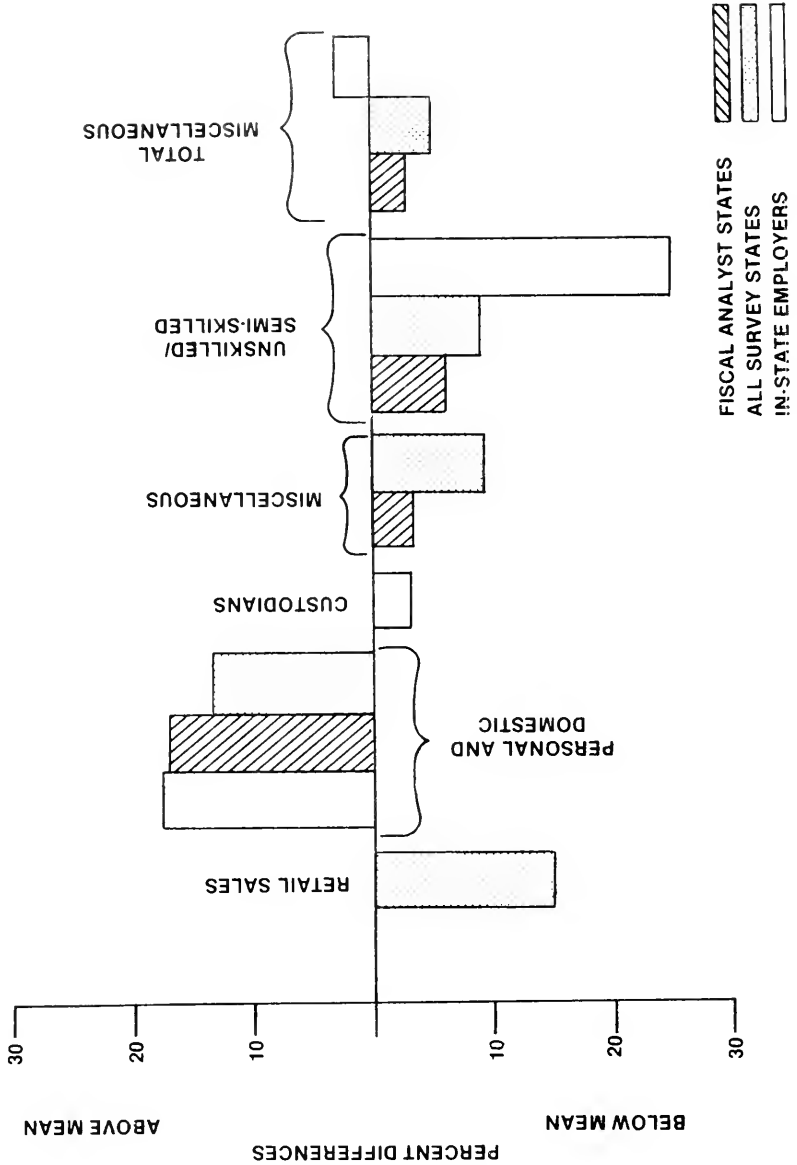
*No data available.

**Data available are not likely to adequately represent the occupational group.

***Average salary percent differences are reported.

GRAPH 5

MINIMUM SALARIES
MISCELLANEOUS GROUPS
PERCENT MONTANA IS ABOVE (BELOW) MEAN



Detailed results of the salary comparisons are presented in Appendix E (Volume II). There the data are analyzed by employer sample (fiscal analyst states, all survey states, in-state employers); by salary-type (minimum, maximum, average, total compensation); by grade (report 1) by class (reports 1 and 2); by occupational group (report 2); and by broad skill level (report 3).

General Compensation and Benefit Data

General compensation and Benefit data are presented in outline form and in the same order as the questionnaire. This outline includes the number of the question, the question, out-of-state summary of responses, and in-state summary of responses. Responses from size class 4 firms were left out of the analyses to avoid biasing the results in favor of a few selected industries.

General Compensation and Benefit Questions:

1. When do you expect to grant your next general increase to your employees?
 - A. Out-of-state -- all responding states answered the question. 14 states reported a general pay increase on or before July 1, 1980. One state expected the increase on October 1, 1980 and another expected the increase on January 1, 1981.
 - B. In-state -- 117 of 148 employers answered the question. Many dates were reported with the most common being July 1, 1980 (48 responses); September 1, 1980 (17 responses) and January 1, 1981 (21 responses).
 - C. The State of Montana granted its pay increase on July 1, 1980.
2. This general pay increase will average what percent?
 - A. Out-of-State -- 13 of 16 states answered the question. The average expected increase reported is 8%. The average increase reported for the 9 Fiscal Analysts (FA) states is 8.3%.
 - B. In-state -- 108 of 148 employers answered the question. The average increase reported is 7.9%.
 - C. The State of Montana's pay increase averaged 5.8%.
3. In addition to general increases, do you also grant other automatic pay increases based directly upon percent changes in cost of living or consumer prices?
 - A. Out-of-State -- all 16 states answered the question. 14 states said no and 2 said yes to having automatic COLA pay increases.
 - B. In-state -- 138 of 148 employers answered the question. 122 said no and 16 said yes to having automatic COLA pay increases.
 - C. The State of Montana does not grant COLA pay increases.
4. Exclusive of general and cost of living type pay increases, do your employees receive additional pay increases based on their length of service with the organization?
 - A. Out-of-state -- all 16 states answered the question. 11 said yes and 5 said no to having longevity type pay increases.

- B. In-state -- 138 of 148 employers answered the question. 80 said no and 58 said yes to having longevity pay increases.
C. The State of Montana grants pay increases for longevity.
5. If your answer to question 4 is yes, please explain your system by giving an illustration as to what percent increase is granted to reward an employee for a specific number of years service. These responses were not statistically analyzed because of the variation in the responses.
6. Do you grant additional pay increases to reward your most productive employees?
A. Out-of-state -- all 16 states answered the question. 9 said yes and 7 said no to having merit pay increases.
B. In-state -- 143 of 148 employers answered the question. 62 said yes and 81 said no.
C. The State of Montana does not grant merit pay increases.
7. If your answer to question 6 is yes, please briefly explain your merit pay system. These responses were not statistically analyzed because of the variation in the responses.
8. Please explain any other system, other than promotion, by which your employees can increase their salaries. These responses were not statistically analyzed because of the variation in the responses.
9. How many total days paid leave do your employees receive on the average per calendar year (include paid holidays, vacation leave, sick leave, military leave, and educational leave)?
A. Out-of-state -- all 16 states answered the question. The average leave usage reported is 34 days annually. The average leave usage reported for the FA states is 35 days annually.
B. In-state -- 145 of 148 employers answered the question. The average leave usage reported is 27 days annually. Responses of no paid leave are included in the average.
C. The State of Montana's estimated average leave usage is 34.5 days annually. Originally, 38.5 days was used as our estimated leave usage but estimates of paid military and educational leave were excluded because these items were excluded by responding employers.
10. Is this average annual number of days paid leave expected to increase in the next year?
A. Out-of-state -- all 16 states answered the question. Only 1 of 16 said yes to expecting to increase paid leave usage.
B. In-state -- 143 of 148 employers answered the question. Only 10 of 143 said yes to expecting to increase paid leave usage.
C. The State of Montana is not expecting an increase in paid leave usage.
11. Are your employees covered by Social Security?
A. Out-of-state -- All 16 states answered the question. Only two (both FA states) of 16 said no to being in the Social Security program.

- B. In-state -- all 148 employers answered the question. Only 2 of 148 said no to being in the Social Security program
- C. The State of Montana is in the Social Security program.
12. Excluding contributions to Social Security, what average percent of an employee's salary does your organization contribute toward retirement and profit-sharing plans?
- A. Out-of-State -- All 16 states answered the question. The average retirement contribution reported is 8.3%. For FA states only, the average retirement contribution reported is 7.2%.
- B. In-state - 126 of 148 employers answered the question. The average retirement and profit sharing contribution reported is 6.0%. Responses of no contribution are included in the average.
- C. The State of Montana's average retirement contribution is 6.2%.
13. Is the employer contribution toward retirement and profit-sharing programs expected to increase in the next year?
- A. Out-of-State -- All 16 states answered the question. Only one (an FA state) of 16 is expected to increase retirement contributions. With this one reported increase, next year's expected average retirement contribution is 8.4% (7.4% for FA states).
- B. In-state -- 118 of 148 employers answered the question. Only 13 of 118 said yes to expecting to increase retirement and profit-sharing contributions. With these expected increases, next year's expected average retirement and profit-sharing contribution is 6.2%.
- C. The State of Montana's retirement contribution is not expected to increase.
14. What monthly dollar amount does your organization contribute toward group insurance premiums for each employee (include payments to health, life, dental, vision, and disability insurance plans for the employee and his dependents)?
- A. Out-of-State -- All 16 states answered the question. The average insurance contribution reported is \$56 per month. For FA states only, the average is \$45 per month.
- B. In-state -- 141 of 148 employers answered the question. The average insurance contribution is \$62 per month. Responses of no contribution are included in the average.
- C. At the time of the survey, the State of Montana's insurance contribution was \$50 per month.
15. Is the employer contribution toward group insurance plans expected to increase in the next year?
- A. Out-of-state -- 15 of 16 states answered the question. 8 (6 FA states) of 15 said yes to expecting to increase insurance contributions. With these expected increases, the next year's expected average contribution is \$61 per month (\$53 for FA states).
- B. In-state -- 124 of 148 employers answered the question. 36 of 124 said yes to expecting to increase insurance contributions. With these expected increases, next year's expected average insurance contribution is \$64.
- C. The State of Montana's insurance contribution increased July 1, 1980. The figure is now \$60 per month.

16. On the average, how many promotions can your new hires expect to receive within the first five years of their employment?
 - A. Out-of-State -- 8 of 16 states answered the question. The average reported promotions within five years is 2.25.
 - B. In-state - 89 of 148 employers answered the question. The responses were too varied to draw valid conclusions.
 - C. The State of Montana has no reliable information to the number of promotions expected within the first five years of employment.
17. What percent of all your employees do you expect to terminate their employment with your organization within the next twelve months?
 - A. Out-of-state -- 12 of 16 states answered the question. The average reported turnover rate is 15.7%.
 - B. In-state -- 126 of 148 employers answered the question. The average reported turnover rate is 15.8%. Responses of no turnover are included in the average.
 - C. The State of Montana has no reliable estimate of turnover.

The analyses of these general compensation and benefit questions are presented in greater detail in Appendix C.

APPENDIX A

MONTANA SALARY SURVEY

INSTRUCTIONS

1. Please look over each of the items sent to you; then read these instructions thoroughly.
2. Please answer all the "General Compensation and Benefit Questions."
 - A. If we are asking for salary and benefit information that does not apply in your organization, please indicate N/A on your answer sheet for those particular questions. This indicates more to us than a blank response.
 - B. If you do not understand exactly what information we are seeking with any of our questions, please indicate this in the answer space(s) provided.
 - C. Additional information to aid in answering these questions could be provided by the "State of Montana Responses and Explanations to the General Compensation and Benefit Questions." We do not expect you to explain your answers as thoroughly as we did.
3. We have supplied you with a number of job descriptions that are explained more thoroughly by instruction 4. Each job description provided to you is correspondingly listed on the "Job Match Response Form." The descriptions sent specifically to you were selected because of the size and nature of your organization. We are asking you to supply us with salary data on positions you have that reasonably correspond to our job descriptions.
 - A. If you do not have any positions that match one or more of the classes listed, please indicate "no match" for those classes on the response form.
 - B. On the "Job Match Response Form," the column entitled "Your Monthly Salary Range," asks for the minimum and maximum salaries for the particular matched class. These minimum and maximum salaries may not correspond with the actual salaries of your lowest paid and highest paid employees. What we are looking for is a potential salary range for employees in the particular job class.
 - C. The column entitled "Average Monthly Salary" asks specifically for the total of the actual monthly salaries paid to all employees in a particular class, divided by the number of employees in that class.
4. The enclosed job descriptions were designed specifically for this salary survey. Each description follows the same format so that it will be easier for you to pick out the information you need in making proper job matches.

(continued on back)

- A. The first sentence always contains a general ~~de~~description of the job's responsibility and emphasizes the type of supervision received. A description of the "Various Types of Supervision Received" follows these instructions.
 - B. The second sentence, if needed, describes the supervision exercised. For positions exercising limited or incidental supervision this sentence is omitted, unless it is a factor that differentiates between two or more levels within the same job family.
 - C. The next sentence outlines the typical minimum qualifications required for those being hired in the class.
 - D. For series of similar classes having one or more levels (such as Accountant I, Accountant II, etc.), the next sentence shows the relationship of the class to the other levels. An additional sentence is sometimes included here to provide you with added assistance in distinguishing between levels.
 - E. The remaining sentences include illustrative examples of the types of duties being performed
5. Please send us your comments on and suggestions for improving this survey and please send us your survey responses in the envelope provided. Thanks again for your participation in this survey.

VARIOUS TYPES OF SUPERVISION RECEIVED

The first sentence in each of our job descriptions contains one of five phrases that illustrate the type of supervision received. The five phrases that we use are described below:

"Immediate supervision" indicates the greatest amount of supervision and control from above, the least personal independence of action, and the least breadth of matters upon which the employee makes decisions. The supervisor has not only the responsibility for assignments, flow of work, production, discipline and other management functions, but also the responsibility for proper instructions as to objectives, plans, policies, procedures and office methods.

The employee under "close supervision" has received exposure to the work of a given class. The employee is familiar with the routine and with the methods or procedures affecting the particular position. It is presumed that the employee will be able to recognize instances which are out of the ordinary and which do not fall within existing instructions. The person is then expected to seek advice and further instructions. Reviews and checks of the employee's work are applied only to the extent sufficient to keep the supervisor aware of progress and to insure that instructions are being followed.

"General supervision" indicates that the control from above is not a particularized supervision, but a general control, not intimately bearing upon the details of the employee's work. The assignments and objectives are prescribed for the employee, but the person's work methods are seldom supervised, reviewed or controlled while the work is in process. The employee is expected to plan the sequence of detailed steps by using experienced judgment and discretion. The employee is expected to solve through initiative most problems of detail that come up in the course of the work. There is substantive and personal responsibility for results, circumscribed by the scope of the assignments.

"General guidance and direction" indicates a general and somewhat removed control from above which only manifests itself directly on limited occasions. Such phases as planning and organizing the details of work and deciding the methods to produce a given result are completely in the hands of the employee. The employee is expected to carry out not only all the ordinary affairs of the position, but to meet unusual situations and provide proper interpretations without advice or instruction other than that afforded by the general plans, regulations and purposes, applicable to all work in the unit, section, division or department.

"Broad policy guidance and direction" is characterized by a heavy personal responsibility on the part of the employee and broad authority for accomplishing the mission, as well as making policy and developing plans for carrying out work programs. There is practically complete freedom and relative infrequency of reference to others for advice and instructions, even when unusual problems are involved. These are the highest level positions which normally report to a Board, Commission or a Department Director.

GENERAL COMPENSATION AND BENEFIT QUESTIONS

1. When do you expect to grant your next general pay increase to your employees? _____
2. This general pay increase will average what percent? _____ %
3. In addition to general increases, do you also grant other automatic pay increases based directly upon percent changes in cost of living or consumer prices? _____ If so, please explain your formula. _____

4. Exclusive of general and cost of living type pay increases, do your employees receive additional pay increases based on their length of service with the organization? _____
5. If your answer to questions 4 is yes, please explain your system by giving an illustration as to what percent increase is granted to reward an employee for a specific number of years service. _____

6. Do you grant additional pay increases to reward your most productive employees? _____
7. If your answer to question 6 is yes, please briefly explain your merit pay system. _____

8. Please explain any other system, other than promotion, by which your employees can increase their salaries. _____

9. How many total days paid leave do your employees receive on the average per calendar year (include paid holidays, vacation leave, sick leave, military leave, and educational leave)? _____
10. Is this average annual number of days paid leave expected to increase in the next year? _____ If so, by how many days? _____
11. Are your employees covered by Social Security? _____
12. Excluding contributions to Social Security, what average percent of an employee's salary does your organization contribute toward retirement and profit-sharing plans? _____ %

(continued on back)

13. Is the employer contribution toward retirement and profit-sharing programs expected to increase in the next year? _____ If so, by how much? _____ %
14. What monthly dollar amount does your organization contribute toward group insurance premiums for each employee (include payments to health, life, dental, vision, and disability insurance plans for the employee and his dependents)? \$ _____
15. Is the employer contribution toward group insurance plans expected to increase in the next year? _____ If so, by how much per month? \$ _____
16. On the average, how many promotions can your new hires expect to receive within the first five years of their employment? _____
17. What percent of all your employees do you expect to terminate their employment with your organization within the next twelve months? _____ %

Person Completing this Survey:

NAME: _____

TITLE: _____

ADDRESS: _____

PHONE: _____

STATE OF MONTANA

RESPONSES AND EXPLANATIONS TO THE
GENERAL COMPENSATION AND BENEFIT QUESTIONNAIRE

1. When do you expect to grant your next general pay increase to your employees? July 1, 1980. State salaries generally are adjusted each July.
2. This general pay increase will average what percent? 5.8%. As set by the 1979 Legislative Session, salaries for the fiscal year ending June 30, 1981, will be increased by \$30 per month and by an additional 3% (an additional $\frac{1}{2}\%$ will be added to our upper grade level salaries). These increases average 5.8% even though some employees will get less and others more than the average.
3. In addition to general increases, do you also grant other automatic pay increases based directly upon percent changes in cost of living or consumer prices? NO. If so, please explain your formula. We do not grant such increases. We are asking this question to learn if it is common for organizations to have these clauses and to learn if average salaries are significantly affected by such clauses.
4. Exclusive of general and cost of living type pay increases, do your employees receive additional pay increases based on their length of service with the organization? YES. We have two systems for rewarding longevity with pay.
5. If your answer to questions 4 is yes, please explain your system by giving an illustration as to what percent increase is granted to reward an employee for a specific number of years service. Under the first system, an employee receives a 5% pay increase after the first six months of service and 2% for each year of service thereafter. Under the second system, an employee receives 1% for each five-year increment of service to the state.
6. Do you grant additional pay increases to reward your most productive employees? NO. We do not grant such increases. We have considered these types of pay adjustments in the past and we may consider them in the future. In addition, we are speculating that wherever such systems are used average salaries are significantly affected.
7. If your answer to question 6 is yes, please briefly explain your merit pay system. N/A.
8. Please explain any other system, other than promotion, by which your employees can increase their salaries. N/A.
9. How many total days paid leave do your employees receive on the average per calendar year (include paid holidays, vacation leave, sick leave, military leave, and educational leave)? 38.5 days per

(continued on back)

employee per calendar year. We grant 10.5 holidays per calendar year (includes a paid day off for general election day every other year). Our average employee uses 16 days of paid vacation leave per calendar year. Our average employee uses four days of other paid leave per calendar year (usually this is military or educational leave). Our average employee uses eight days of sick leave per calendar year. The total of all the above is 38.5 days per employee per calendar year.

10. Is this average annual number of days paid leave expected to increase in the next year? NO. If so, by how many days? N/A.
11. Are your employees covered by Social Security? YES.
12. Excluding contributions to Social Security, what average percent of an employee's salary does your organization contribute toward retirement and profit-sharing plans? 6.2%. The state contributes 6.2% of each employee's salary to the Montana Public Employees Retirement System (PERS).
13. Is the employer contribution toward retirement and profit-sharing programs expected to increase in the next year? NO. If so, by how much? N/A.
14. What monthly dollar amount does your organization contribute toward group insurance premiums for each employee (include payments to health, life, dental, vision, and disability insurance plans for the employee and his dependents)? \$50. The state contributes \$50 per month per employee to pay premiums for state-sponsored insurance plans. Premium costs in excess of \$50 are paid by the employee.
15. Is the employer contribution toward group insurance plans expected to increase in the next year? YES. If so, by how much per month? \$10 per month.
16. On the average, how many promotions can your new hires expect to receive within the first five years of their employment? TWO. Each promotion of one grade amounts to a 9% pay increase.
17. What percent of all your employees do you expect to terminate their employment with your organization within the next twelve months? 20%. This estimate is based on our current turnover rate.

Supplemental Questionnaire for
School Districts
Concerning Certified Teachers

If your secondary and elementary teachers are each paid from separate salary matrices, please photocopy this questionnaire and send us one response for each type of teacher.

1. What is the base salary paid to your certified teachers with no prior teaching experience? (Please indicate the amount that can be earned over the entire current school term.) \$ _____
2. Does your base salary referred to above constitute payment for nine months or twelve months of teaching services? _____
3. What attainment level does your teachers' salary matrix utilize? _____

4. What is the maximum number of years of teaching experience recognized by your organization for compensating teachers? _____
5. What is the maximum amount of education recognized by your organization for compensating teachers? _____
6. The above questions refer to salary matrices that are commonly used in determining teachers' salaries. If you have another method for setting teachers' salaries, please briefly explain this method for us. _____

7. If you know or can adequately estimate what your teachers' base salary will be during your 1980-81 school term, please provide this information.
\$ _____
8. If you know or can adequately estimate what attainment level you will be utilizing during the 1980-81 school term, please provide this information. _____
9. The above responses refer to which types of teachers (elementary, secondary, or both)? _____

(State of Montana responses on back)

Supplemental Questionnaire for
School Districts
Concerning Certified Teachers

If your secondary and elementary teachers are each paid from separate salary matrices, please photocopy this questionnaire and send us one response for each type of teacher.

1. What is the base salary paid to your certified teachers with no prior teaching experience? (Please indicate the amount that can be earned over the entire current school term.) \$9,650.
2. Does your base salary referred to above constitute payment for nine months or twelve months of teaching services? Nine months.
3. What attainment level does your teachers' salary matrix utilize? 4.
4. What is the maximum number of years of teaching experience recognized by your organization for compensating teachers? 9.
5. What is the maximum amount of education recognized by your organization for compensating teachers? Master's Degree and one quarter.
6. The above questions refer to salary matrices that are commonly used in determining teachers' salaries. If you have another method for setting teachers' salaries, please briefly explain this method for us. N/A.
7. If you know or can adequately estimate what your teachers' base salary will be during your 1980-81 school term, please provide this information.
\$10,350.
8. If you know or can adequately estimate what attainment level you will be utilizing during the 1980-81 school term, please provide this information.
4.
9. The above responses refer to which types of teachers (elementary, secondary, or both)? Both.

Secretary III

Class Code: 201003

Under general supervision performs various considerably difficult secretarial and clerical duties and some routine administrative duties for the head of an organizational unit or board. May supervise lower level clerical personnel. Those appointed to this class have typically completed one year of post-secondary secretarial coursework and had three year of clerical/secretarial experience. This is the third of three levels. In contrast to the lower levels, this class requires greater discretion and independent action. Composes correspondence on various subjects requiring routine knowledge of agency policies, procedures and functions. Types various material. Arranges appointments, meetings and schedules for supervisor. Answers routine inquiries. Routes callers to appropriate officials. Maintains confidential and administrative files. Prepares reports. May take and transcribe dictation.

Administrative Secretary I

Class Code: 201004

Under general supervision performs administrative and secretarial duties for the head of an organizational unit or board. May supervise lower level clerical personnel. Those appointed to this class have typically completed one year of post-secondary secretarial coursework and had three years of secretarial experience. This is the first of two levels. Collects and compiles confidential information. Assists in budget preparation and in formulating policies and procedures. Supervises the preparation of reports. May represent supervisor at meetings. Performs Secretary III duties.

Stenographer Clerk II

Class Code: 202002

Under close supervision performs moderately complex stenographic and clerical duties. Those appointed to this class have typically completed high school and had one year of stenographic experience. This is the second of three levels. Takes and transcribes dictation from routine subject matter and specialized scientific or technical terminology. Types various material. Composes routine correspondence. Sorts and distributes mail. Establishes and maintains files. Performs receptionist duties. Processes reports.

Clerk Typist I

Class Code: 209001

Under immediate supervision performs routine typing and clerical duties. Those appointed to this class have typically completed high school and shown an ability to type. This is the first of four levels. Types letters, reports, labels, and other materials. Operates transcribing machines. Refers telephone calls. Opens and sorts mail. Maintains routine files. Checks reports for arithmetic accuracy.

<div> <div>SAMPLE</div> <div>Job Match Response Form</div> <div>State of Montana Salary Survey</div> </div> <div>Page <u>1</u></div>					
Our Class Title	Our Class Code	Your Monthly Salary Range	Number of Incumbents	Average Monthly Salary (exclude overtime)	Comments on Significant Class Description Differences
Suprv. Div. Construction Section	005007				
Environmental Engineer III	005054				
Administrator Env. Science Div.	079030				
Architect I	001005				
Survey Aide II	018010				
Engineering Technician I	018003				
Engineering Technician III	018005				
Drafter III	017006				
Designer III	005048				
Field Project Manager	182005				
Computer Programmer I	020025				
Computer Programmer II	020026				
Programmer/Analyst II	012009				
Computer Operator Supervisor II	213012				
Software Specialist II	213027				
Data Processing Manager II	169175				
Data Processing Manager III	169176				
Forestry Worker II	441004				
Farm/Ranch Hand III	413010				
Forest Technician I	441001				
Game Area Manager	413016				
Forester Supervisor I	040015				
Fisheries & Wildlife Biologist II	041028				
Fisheries & Wildlife Biologist III	041029				
Fisheries & Wildlife Biologist Suprv.	041031				

DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION



THOMAS L. JUDGE, GOVERNOR

MITCHELL BUILDING

STATE OF MONTANA

(406) 449-3871

HELENA, MONTANA 59601

April 7, 1980

Survey Solicitation Cover Letter

Dear

We are conducting a survey of salaries and compensation practices used by other states. This study is designed to provide the State of Montana policy and lawmakers with valuable information that can be used to facilitate future salary decisions. By participating, you will receive a published copy of the survey results and analyses of data obtained for each job class surveyed.

Enclosed are the survey instructions, a questionnaire dealing with compensation and benefit practices, and a job match questionnaire. We hope that you will help us in our effort to collect accurate and unbiased information by completing these questionnaires. The success of this project depends on your cooperation. Please mail your responses to us by May 9, 1980.

Your assistance is greatly appreciated. If you have any questions regarding the survey, please call or write Dave Evenson or Joe Michaud, State Personnel Division, Mitchell Building, Helena, MT 59601, (406) 449-3871.

Sincerely,

Patricia Moore
Patricia Moore, Administrator
State Personnel Division

PM/JM/cg

ENCLS.

DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION



THOMAS L. JUDGE, GOVERNOR

MITCHELL BUILDING

STATE OF MONTANA

(406) 449-3871

HELENA, MONTANA 59601

April 22, 1980

Survey Solicitation Follow-up Letter

Dear

A short time ago we sent you some salary questionnaires and asked for your participation in our survey. This follow-up letter is merely meant to ask you once again to support our project by completing the questionnaires and by sending them to us by May 9, 1980.

By participating, you will receive a published copy of our survey results which will contain the data obtained for each class surveyed.

You have our professional assurance that your responses will be kept strictly confidential. No employer will be identified in our published results.

Your assistance is greatly appreciated. If you have not yet received our questionnaires or if you have any questions regarding our survey, please call or write Dave Evenson or Joe Michaud, State Personnel Division, Mitchell Building, Helena, Montana 59601, (406) 449-3871.

Sincerely,


Patricia Moore, Administrator
State Personnel Division

PM/JM/vl

APPENDIX B

TABLE B1
REPRESENTATION OF OCCUPATIONAL GROUPS
BY KEY CLASSES
IN-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
Computer Programmer I	18	9.4
Computer Programmer II	20	10.5
Programmer/Analyst II	37	19.4
<u>Computer Science Pro.</u>	<u>75</u>	<u>39.3</u>
Professional Nurse I	30	23.6
Professional Nurse III	9	7.1
Nursing Services Director	3	2.4
<u>Nursing Professional</u>	<u>42</u>	<u>33.1</u>
Institutional Teachers	62	100.0
<u>Education Professional (Unclassified)</u>	<u>62</u>	<u>100.0</u>
Accountant I	27	9.3
Accountant II	33	11.3
Accountant Supervisor I	18	6.2
Accountant Supervisor II	14	4.8
<u>Accounting Professional</u>	<u>92</u>	<u>31.6</u>
Drafter III	19	2.1
<u>Engineering & Architecture Technical</u>	<u>19</u>	<u>2.1</u>
Computer Operator I	14	16.3
Computer Operator III	8	9.3
Computer Operator Supervisor II	2	2.3
<u>Computer Science Technical</u>	<u>24</u>	<u>27.9</u>
Nurse Aide I	71	15.5
Licensed Practical Nurse I	33	7.2
Nurse Aide III	2	0.4
Licensed Practical Nurse III	34	7.4
<u>Health Technical</u>	<u>140</u>	<u>30.6</u>

TABLE B1 (continued)
 REPRESENTATION OF OCCUPATIONAL GROUPS
 BY KEY CLASSES
 IN-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
Teacher Aide II	12	46.2
<u>Education Technical</u>	<u>12</u>	<u>46.2</u>
Library Assistant I	17	39.5
<u>Library & Archival Sciences Technical</u>	<u>17</u>	<u>39.5</u>
Accounting Technician II	32	21.0
<u>Accounting Technical</u>	<u>32</u>	<u>21.0</u>
Clerk Typist I	39	1.4
Data Entry Operator I	22	0.8
General Office Clerk II	133	4.8
Stenographer Clerk II	39	1.4
Clerk Typist III	247	9.0
Receptionist II	25	0.9
Data Entry Operator III	50	1.8
General Office Clerk IV	92	3.4
Secretary III	172	6.3
Data Entry Supervisor II	5	0.2
Clerk Supervisor II	30	1.1
Administrative Secretary I	73	2.7
<u>General Clerical</u>	<u>927</u>	<u>33.7</u>
Accounting Clerk I	27	12.1
Accounting Clerk III	73	32.7
<u>Accounting Clerical</u>	<u>100</u>	<u>44.8</u>
Shipping/Receiving Clerk II	2	1.9
<u>Shipping/Receiving Clerical</u>	<u>2</u>	<u>1.9</u>
Maintenance Worker III	33	11.4
Maintenance Plumber	15	5.2
Maintenance Supervisor II	9	3.1
<u>Structural Crafts</u>	<u>57</u>	<u>19.7</u>
Equipment Mechanic III	17	2.1
Equipment Operator IV	6	0.7
<u>Machine Operators/Mechanics Crafts</u>	<u>23</u>	<u>2.8</u>

TABLE B1 (continued)
REPRESENTATION OF OCCUPATIONAL GROUPS
BY KEY CLASSES
IN-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
Baker III	6	17.6
<u>Personal Services Crafts</u>	<u>6</u>	<u>17.6</u>
Kitchen/Bakery Helper II	69	11.4
Laundry Worker I	15	2.5
Cook III	25	4.1
<u>Personal/Domestic Miscellaneous</u>	<u>109</u>	<u>18.0</u>
Custodial Worker III	236	60.7
Groundskeeper II	16	4.1
Custodial Supervisor I	7	1.8
<u>Custodians Miscellaneous</u>	<u>259</u>	<u>66.6</u>
Warehouse Worker II	4	0.6
<u>Unskilled/Semi-skilled Miscellaneous</u>	<u>4</u>	<u>0.6</u>

TABLE B2
REPRESENTATION OF OCCUPATIONAL GROUPS
BY KEY CLASSES
OUT-OF-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
*Civil Engineer I	15	6.8
Architect I	3	1.4
*Civil Engineer III	19	8.7
Environmental Engineer III	11	5.0
*Civil Engineer V	9	4.1
*Environmental Engineer IV	6	2.7
Supervisor, Div. Construction Section	11	5.0
**Admin., Environmental Sciences Division	1	0.5
<u>Engineering/Architecture Professional</u>	<u>75</u>	<u>34.2</u>
**Computer Programmer I	18	9.4

TABLE B2 (continued)
 REPRESENTATION OF OCCUPATIONAL GROUPS
 BY KEY CLASSES
 OUT-OF-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
Computer Programmer II	20	10.5
*Programmer/Analyst I	16	8.4
Programmer/Analyst II	37	19.4
*Computer Programmer III	8	4.2
Software Specialist II	5	2.6
*Programmer/Analyst III	22	11.5
**Data Processing Manager II	8	4.2
Data Processing Manager III	10	5.2
<u>Computer Science Professional</u>	<u>144</u>	<u>75.4</u>
*Forester I	14	10.9
*Forester IV	15	11.7
Forestry Supervisor I	7	5.5
Admin., Forestry Division	1	0.8
<u>Forestry & Agricultural Sciences Professional</u>	<u>37</u>	<u>28.9</u>
Fisheries & Wildlife Biologist I	20	11.8
Fisheries & Wildlife Biologist III	54	31.8
Fisheries & Wildlife Biologist Supervisor	19	11.2
<u>Biological Sciences Pro.</u>	<u>93</u>	<u>54.7</u>
**Chemist I	2	1.2
*Statistician I	4	2.4
*Sanitarian I	4	2.4
*Environmental Specialist I	10	6.1
**Chemist III	5	3.0
*Sanitarian II	7	4.2
*Statistician IV	1	0.6
*Environmental Specialist IV	9	5.4

TABLE B2 (continued)
 REPRESENTATION OF OCCUPATIONAL GROUPS
 BY KEY CLASSES
 OUT-OF-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
*Sanitarian IV	4	2.4
Admin., Reclamation Div.	1	0.6
*Admin., Laboratory Division	1	0.6
<u>Other Physical & Life Sciences</u>		
Professional	48	29.1
*Social Worker I	107	15.2
*Parole & Probation Officer I	3	0.4
*Vocational Rehab. Counselor I	21	3.0
Social Worker II	98	13.9
*Employment Counselor I	1	0.1
Research Specialist II	12	1.7
Community Organization Worker III	13	1.9
*Social Worker III	21	3.0
*Social Worker Supvr. I	14	2.0
*Parole & Probation Officer III	10	1.4
Research Specialist III	10	1.4
Psychologist III	7	1.0
Social Worker Supvr. III	14	2.0
*Psychologist IV	4	0.6
Psychologist V	12	1.7
*Chief, Rehab. Services Bureau	3	0.4
*Chief, Prole & Probation Bur.	1	0.1
*Chief, Social Services Bureau	1	0.1
Admin., Community Services Div.	1	0.1
Admin., Corrections Division	1	0.1
<u>Behavioral Sciences Pro.</u>	353	50.1
Dentist	2	66.7
<u>Dentistry Professional</u>	2	66.7

TABLE B2 (continued)
REPRESENTATION OF OCCUPATIONAL GROUPS
BY KEY CLASSES
OUT-OF-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
District Veterinary		
Livestock Inspector Supvr.	3	30.0
<u>Veterinary Medicine Professional</u>	<u>3</u>	<u>30.0</u>
Pharmacist	7	63.6
<u>Pharmacy Professional</u>	<u>7</u>	<u>63.6</u>
**Professional Nurse I	30	23.6
*Public Health Nurse I	2	1.6
**Professional Nurse III	9	7.1
Public Health Nurse Consultant	8	6.3
**Nursing Services Director	3	2.4
*Chief, Nursing Bureau	1	0.8
<u>Nursing Professional</u>	<u>53</u>	<u>41.7</u>
Orientation Therapist for Blind I	1	1.3
*Physical Therapist I	1	1.3
Medical Technologist II	7	9.1
*Physical Therapist II	4	5.2
*Physical Therapy Supervisor	1	1.3
<u>Other Health Professional</u>	<u>14</u>	<u>18.2</u>
*Librarian I	10	30.3
*Librarian IV	1	3.0
*State Librarian	1	3.0
<u>Library & Archival Sciences Professional</u>	<u>12</u>	<u>36.4</u>
Education Program Consultant II	38	21.4
Education Program Manager I	6	3.4
<u>Education Professional</u>	<u>44</u>	<u>24.7</u>
Lawyer II	24	33.8
Lawyer IV	4	5.6
<u>Law Professional</u>	<u>28</u>	<u>39.4</u>

TABLE B2 (continued)
 REPRESENTATION OF OCCUPATIONAL GROUPS
 BY KEY CLASSES
 OUT-OF-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
**Accountant I	27	9.3
Accountant II	33	11.3
**Accountant Supervisor I	18	6.2
*Auditor IV	14	4.8
Accountant Supervisor II	14	4.8
*Chief, Fiscal Bureau	1	0.3
<u>Accounting Professional</u>	<u>107</u>	<u>36.8</u>
*Employment Interviewer	106	10.7
*Claims Examiner I	5	0.5
*Personnel Assistant	6	0.6
*Economist I	1	0.1
Employment Specialist	130	13.1
*Personnel Specialist I	3	0.3
Training Officer III	13	1.3
*Compliance Officer IV	4	0.4
*Civil Defense Officer I	5	0.5
*Management Analyst I	10	1.0
*Purchasing Agent II	5	0.5
Training Officer Supvr. I	19	1.9
Personnel Officer I	6	0.6
*Management Analyst III	7	0.7
*Economist IV	4	0.4
*Civil Defense Officer II	1	0.1
*Personnel Specialist Supvr.	3	0.3
*Chief, Surplus Property Bureau	1	0.1
Admin., Centralized Services Division II	2	0.2
*Supervisor, Benefits Section	1	0.1

TABLE B2 (continued)
 REPRESENTATION OF OCCUPATIONAL GROUPS
 BY KEY CLASSES
 OUT-OF-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
*Admin., Purchasing Div.	1	0.1
Admin., Centralized Services Div. IV	5	0.5
*Chief, Employment Services Bureau	1	0.1
*Admin., Personnel Div.	1	0.1
Admin., Employment Security Div.	1	0.1
<u>General Business and Economics Professional</u>	<u>341</u>	<u>34.3</u>
Inspector Nursing Homes & Hosp.II	10	40.0
Superintendent, Institution I	2	8.0
*Hospital Administrator I	1	4.0
*Hospital Administrator II	1	4.0
**Superintendent, Institution IV	2	8.0
<u>Hospital Administration Pro.</u>	<u>16</u>	<u>64.0</u>
*Fish & Game Warden I	4	0.8
*Correctional Sergeant	18	3.7
Investigator II	29	5.9
Highway Patrol Officer II	65	13.2
Highway Patrol Sergeant	27	5.5
*Fish & Game Warden Supvr. I	6	1.2
Highway Patrol Lieutenant	8	1.6
Highway Patrol Captain	8	1.6
*Fish & Game Warden Supvr. II	8	1.6
<u>Protective Services Pro.</u>	<u>173</u>	<u>35.2</u>
*Planner I	3	11.5
Planner IV	8	30.8
*Planner V	5	19.2
*Administrator, Planning Div.	1	3.8
<u>Planning Professional</u>	<u>17</u>	<u>65.4</u>

TABLE B2 (continued)
 REPRESENTATION OF OCCUPATIONAL GROUPS
 BY KEY CLASSES
 OUT-OF-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
Pilot II	5	20.8
<u>Aviation Professional</u>	<u>5</u>	<u>20.8</u>
Survey Aide II	95	10.4
Drafter III	19	2.1
Engineering Technician	74	8.1
Engineering Technician III	145	15.9
Designer III	20	2.2
Field Project Manager	90	9.9
<u>Engineering & Architecture Technical</u>	<u>443</u>	<u>48.7</u>
Computer Operator Supvr. II	2	2.3
<u>Computer Science Technical</u>	<u>2</u>	<u>2.3</u>
Farm/Ranch Hand III	29	17.6
Forestry Technician I	35	21.2
Game Area Manager	10	6.1
<u>Forestry & Agricultural Sciences, Technical</u>	<u>74</u>	<u>44.8</u>
Statistical Technician I	7	16.7
<u>Mathematics Technical</u>	<u>7</u>	<u>16.7</u>
Laboratory Aide I	56	19.1
Laboratory Technician II	42	14.3
Laboratory Supervisor I	15	5.1
<u>Other Physical & Life Sciences Technical</u>	<u>113</u>	<u>38.6</u>
Habilitation Aide I	145	19.9
*Social Service Aide	14	1.9
Habilitation Aide III	36	5.0
*Eligibility Technician I	154	21.2
*Eligibility Technician II	13	1.8
*Eligibility Technician Supvr.	14	1.9
<u>Behavioral Sciences Technical</u>	<u>376</u>	<u>51.7</u>

TABLE B2 (continued)
 REPRESENTATION OF OCCUPATIONAL GROUPS
 BY KEY CLASSES
 OUT-OF-STATE SURVEY

<u>Class/Group</u>	<u>Number of Employees</u>	<u>Percent Representation</u>
Microfilm Clerk I	14	28.0
<u>Art, Photography, Journalism & Radio/TV Technical</u>	<u>14</u>	<u>28.0</u>
Personnel Technician I	9	2.1
Right of Way Agent II	14	3.2
*Purchasing Agent I	1	0.2
Right of Way Agent IV	7	1.6
Review Appraiser	5	1.2
<u>General Business Technical</u>	<u>36</u>	<u>8.3</u>
*Correctional Officer I	148	65.8
<u>Protective Services Technical</u>	<u>148</u>	<u>65.8</u>
Word Processing Operator II	38	1.4
<u>General Clerical</u>	<u>38</u>	<u>1.4</u>
Store Manager III	4	1.4
<u>Retail Sales Miscellaneous</u>	<u>4</u>	<u>1.4</u>
Home Attendant	83	13.7
<u>Personal & Domestic Misc.</u>	<u>83</u>	<u>13.7</u>
Tour Guide II	27	62.8
<u>Miscellaneous Services Misc.</u>	<u>27</u>	<u>62.8</u>
Forestry Worker II	87	12.6
<u>Unskilled/Semi-skilled Miscellaneous</u>	<u>87</u>	<u>12.6</u>

APPENDIX C

RESPONSES TO GENERAL COMPENSATION & BENEFIT QUESTIONS

TABLE C1
WHEN DO YOU EXPECT TO GRANT YOUR NEXT
GENERAL PAY INCREASE TO YOUR EMPLOYEES?

<u>EMPLOYER SAMPLE</u>	<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
FISCAL ANALYST STATES	07/01/80	8	88.9%
	01/01/81	1	11.1
ALL SURVEY STATES	06/01/80	1	6.3%
	07/01/80	13	81.3
	10/01/80	1	6.3
	01/01/81	1	6.3
IN-STATE EMPLOYERS	05/01/80	2	1.4%
	06/01/80	5	4.3
	07/01/80	48	41.1
	08/01/80	2	1.7
	09/01/80	17	14.7
	10/01/80	5	4.3
	11/01/80	1	0.9
	12/01/80	3	2.6
	01/01/81	21	17.9
	03/01/81	2	1.7
	04/01/81	4	3.4
	05/01/81	4	3.4
	06/01/81	1	0.9
	07/01/81	2	1.7
	No Response	31	-

TABLE C2
THIS GENERAL PAY INCREASE WILL
AVERAGE WHAT PERCENT?

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	8.3	4-11	2.3	0.8	8
ALL SURVEY STATES	8.0	4-11	2.2	0.6	13
IN-STATE EMPLOYERS	7.9	0-14	2.6	0.3	108

TABLE C3

IN ADDITION TO GENERAL INCREASES, YOU ALSO GRANT
OTHER AUTOMATIC PAY INCREASES BASED DIRECTLY UPON
PERCENT CHANGES IN COST OF LIVING OR CONSUMER PRICES?

<u>EMPLOYER SAMPLE</u>	<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
FISCAL ANALYST STATES	yes	1	11.1%
	no	8	88.9
ALL SURVEY STATES	yes	2	12.5%
	no	14	87.5
IN-STATE EMPLOYERS	yes	16	11.6%
	no	122	88.4
	no response	10	-

TABLE C4

EXCLUSIVE OF GENERAL AND COST OF LIVING TYPE INCREASES,
DO YOUR EMPLOYEES RECEIVE ADDITIONAL PAY INCREASES
BASED ON THEIR LENGTH OF SERVICE WITH THE ORGANIZATION?

<u>EMPLOYER SAMPLE</u>	<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
FISCAL ANALYST STATES	yes	6	66.7%
	no	3	33.3
ALL SURVEY STATES	yes	11	68.8%
	no	5	31.3
IN-STATE EMPLOYERS	yes	58	42.0%
	no	80	58.0
	no response	10	-

TABLE C5
DO YOU GRANT ADDITIONAL PAY INCREASES TO
REWARD YOUR MOST PRODUCTIVE EMPLOYEES?

<u>EMPLOYER SAMPLE</u>	<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
FISCAL ANALYST STATES	yes	5	55.6%
	no	4	44.4
ALL SURVEY STATES	yes	9	56.3%
	no	7	43.8
IN-STATE EMPLOYERS	yes	62	43.4%
	no	81	56.6
	no response	5	-

TABLE C6
HOW MANY TOTAL DAYS PAID LEAVE DO YOUR EMPLOYEES RECEIVE
ON THE AVERAGE PER CALENDAR YEAR?

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	35.1	31.5-38.5	2.4	0.8	9
ALL SURVEY STATES	34.4	31.5-38.5	2.0	0.5	16
IN-STATE EMPLOYERS	27.4	0.0-42.0	9.6	0.8	145

TABLE C7
IS THIS AVERAGE ANNUAL NUMBER OF DAYS PAID LEAVE
EXPECTED TO INCREASE IN THE NEXT YEAR?

<u>Employer Sample</u>	<u>Response</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
FISCAL ANALYST STATES	Yes	1	11.1%
	No	8	88.9
ALL SURVEY STATES	Yes	1	6.3%
	No	15	93.8
IN-STATE EMPLOYERS	Yes	10	7.0%
	No	133	93.0
	No Response	4	-

TABLE C8

IF SO, BY HOW MANY DAYS?
(LAST YEAR'S LEAVE USAGE IS ADDED TO THE RESPONSE)

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DURATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	35.1	31.5-38.5	2.4	0.8	9
ALL SURVEY STATES	34.4	31.5-38.5	2.0	0.5	16
IN-STATE EMPLOYERS	27.5	0.0-42.0	9.5	0.8	145

TABLE C9

ARE YOUR EMPLOYEES COVERED
BY SOCIAL SECURITY?

<u>EMPLOYER SAMPLE</u>	<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
FISCAL ANALYST STATES	yes	7	77.8%
	no	2	22.2
ALL SURVEY STATES	yes	14	87.5%
	no	2	12.5
IN-STATE EMPLOYERS	yes	146	98.6
	no	2	1.4

TABLE C10

EXCLUDING SOCIAL SECURITY, WHAT AVERAGE PERCENT OF AN EMPLOYEE'S
SALARY DOES YOUR ORGANIZATION CONTRIBUTE TOWARD RETIREMENT
AND PROFIT-SHARING PLANS?

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	7.2	4-14	3.2	1.1	9
ALL SURVEY STATES	8.3	4-16	4.3	1.1	16
IN-STATE EMPLOYERS	6.0	0-20	4.1	0.4	126

TABLE C11

IS THE EMPLOYER CONTRIBUTION TOWARD RETIREMENT AND
PROFIT-SHARING PROGRAMS EXPECTED TO INCREASE IN THE NEXT YEAR?

<u>EMPLOYER SAMPLE</u>	<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
FISCAL ANALYST STATES	yes	1	11.1%
	no	8	88.9
ALL SURVEY STATES	yes	1	6.3%
	no	15	93.8
IN-STATE EMPLOYERS	yes	13	11.0%
	no	105	89.0
	no response	30	-

TABLE C12

IF SO, BY HOW MUCH?
(LAST YEAR'S RETIREMENT AND PROFIT-SHARING CONTRIBUTION IS ADDED TO THE RESPONSE)

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	7.4	4-14	3.2	1.1	9
ALL SURVEY STATES	8.4	4-16	4.3	1.1	16
IN-STATE EMPLOYERS	6.2	0-20	4.2	0.4	124

TABLE C13

WHAT MONTHLY DOLLAR AMOUNT DOES YOUR ORGANIZATION CONTRIBUTE TOWARD GROUP INSURANCE PREMIUMS FOR EACH EMPLOYEE (INCLUDE PAYMENTS TO HEALTH, LIFE, DENTAL, VISION AND DISABILITY INSURANCE PLANS FOR THE EMPLOYEE AND HIS DEPENDENTS)?

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	45	14- 88	24	7.8	9
ALL SURVEY STATES	56	14-111	27	6.7	16
IN-STATE EMPLOYERS	62	0-159	34	2.9	141

TABLE C14

IS THE EMPLOYER'S CONTRIBUTION TOWARD GROUP
INSURANCE PLANS EXPECTED TO INCREASE IN THE NEXT YEAR?

<u>EMPLOYER SAMPLE</u>	<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
FISCAL ANALYST STATES	yes	6	75.0%
	no	2	25.0
	no response	1	-
ALL SURVEY STATES	yes	8	53.3%
	no	7	46.7
	no response	1	-
IN-STATE EMPLOYERS	yes	36	29.0%
	no	88	71.0
	no response	24	-

TABLE C15 *

IF SO, BY HOW MUCH PER MONTH?
(LAST YEAR'S INSURANCE CONTRIBUTION IS ADDED TO THE RESPONSE)

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	53	14- 88	26	8.7	9
ALL SURVEY STATES	61	14-112	28	6.9	16
IN-STATE EMPLOYERS	64	0-175	36	3.0	140

TABLE C16

ON THE AVERAGE, HOW MANY PROMOTIONS
CAN YOUR NEW HIRES EXPECT TO RECEIVE WITHIN
THE FIRST FIVE YEARS OF THEIR EMPLOYMENT?

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	2.5	2-3	0.6	0.3	4
ALL SURVEY STATES	2.2	1-4	1.0	0.4	8
IN-STATE EMPLOYERS	2.2	0-10	1.9	0.2	89

TABLE C17

WHAT PERCENT OF ALL YOUR EMPLOYEES DO YOU EXPECT TO TERMINATE
THEIR EMPLOYMENT WITH YOUR ORGANIZATION WITHIN THE NEXT 12 MONTHS?

<u>EMPLOYER SAMPLE</u>	<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
FISCAL ANALYST STATES	15.7	10-26	6.3	2.8	5
ALL SURVEY STATES	15.8	10-27	5.9	1.7	12
IN-STATE EMPLOYERS	15.8	0-200	23.6	2.1	126

APPENDIX D

RESPONSES TO SUPPLEMENTAL QUESTIONNAIRE
SENT TO IN-STATE SCHOOL DISTRICTS

TABLE E1

WHAT IS THE BASE SALARY PAID TO YOUR CERTIFIED
TEACHERS WITH NO PRIOR TEACHING EXPERIENCE?

<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
10,264	9,650-11,150	314	60	27

TABLE E2

DOES YOUR BASE SALARY REFERRED TO ABOVE
CONSTITUTE PAYMENT FOR NINE MONTHS OR
TWELVE MONTHS OF TEACHING SERVICE?

<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
Nine months	27	100.0%

TABLE E3

WHAT ATTAINMENT LEVEL DOES YOUR TEACHERS'
SALARY MATRIX UTILIZE?

<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
3.9	2-5	0.7	0.1	23

TABLE E4

WHAT IS THE MAXIMUM NUMBER OF YEARS
OF TEACHING EXPERIENCE RECOGNIZED BY YOUR
ORGANIZATION FOR COMPENSATING TEACHERS?

<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
14.2	5-20	2.8	0.5	27

TABLE E5

WHAT IS THE MAXIMUM AMOUNT OF EDUCATION
RECOGNIZED BY YOUR ORGANIZATION FOR COMPENSATING TEACHERS?

<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
M.A.	12	44.4%
M.A. + 1 quarter	8	29.6
M.A. + 2 quarters	4	14.8
M.A. + 3 quarters	2	7.4
Ph.D.	1	3.7

TABLE E6

IF YOU HAVE AN ALTERNATIVE METHOD FOR
SETTING TEACHERS' SALARIES, PLEASE
BRIEFLY EXPLAIN THIS METHOD FOR US.

<u>Response</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
No Response	27	100.0%

TABLE E7

IF YOU KNOW OR CAN ADEQUATELY ESTIMATE WHAT
YOUR TEACHERS' BASE SALARY WILL BE DURING YOUR 1980-81
SCHOOL TERM, PLEASE PROVIDE THIS INFORMATION.

<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
11,021	9,800-11,750	489	94	27*

*23 school districts actually responded, previous term salaries were used for those not responding.

TABLE E8

IF YOU KNOW OR CAN ADEQUATELY ESTIMATE WHAT
ATTAINMENT LEVEL YOU WILL BE UTILIZING DURING THE
1980-81 SCHOOL TERM PLEASE PROVIDE THIS INFORMATION.

<u>MEAN</u>	<u>RANGE</u>	<u>STANDARD DEVIATION</u>	<u>STANDARD ERROR</u>	<u>SAMPLE SIZE</u>
3.9	2-5	0.6	0.1	23

TABLE E9

THE ABOVE RESPONSES REFER TO WHICH
TYPES OF TEACHERS?

<u>RESPONSE</u>	<u>ABSOLUTE FREQUENCY</u>	<u>RELATIVE FREQUENCY</u>
Elementary only	3	11.1%
Elementary and Secondary	24	88.9

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